



*dup
report*

TOWN OF WATERTOWN

REPORT OF THE
LONG-RANGE PLANNING COMMITTEE



IST
46.045
AT
945

SQUARE LOOKING EAST TOWARDS ARSENAL AND NORTH BEACON STREETS

*

Ref.

354.353

WAT

1945

-M-11/97 Gift 5.00

FREE PUBLIC LIBRARY
WATERTOWN, MASS.
MAIN LIBRARY

FINAL REPORT

of the

LONG RANGE PLANNING COMMITTEE

AUGUST 1, 1945

FOREWORD

The Long-Range Planning Committee had its inception under Article 3 of the Town Meeting of March 22, 1943 when a vote was passed as follows:

VOTED: That the Moderator appoint a Committee of Five to be known as the "Long-Range Planning Committee", to study the National Long-Range Planning Program as applicable to Watertown and to report recommendations to the next Town Meeting.

On June 18, 1943 the Moderator appointed the following Committee:

John L. Hayden	17 Fairview Ave.
John J. McLauthlin	12 Hawthorne St.
Ronald M. Stone	56 Marion Rd.
Henry Rattigan	77 Riverside St.
Martin F. Reid	23 Chapman St.

This Committee made a report of progress (which is a matter of record) at the annual Town Meeting on March 20, 1944, and at that meeting the membership of the Committee was increased under the following vote:

VOTED: That the Long-Range Planning Committee be increased by four additional members, two of these members to represent industrial interests, one to represent industrial labor, and one to represent construction labor.

In accordance with this vote, the Moderator on May 18, 1944 appointed the following:

William A. Coolidge	15 Pequossette St.
Alfred A. Glidden	65 Shattuck Rd.
Eric H. Norrby	9 Langdon Ave.
Stanley D. Porter	35 Marion Rd.

The enlarged Committee held its first meeting on June 7, 1944, and during the following months held frequent meetings.

The church organizations, the selectmen, the schools, engineering and other Town officials, representatives of the various corporations who supply transportation, power and other services to the Town, representatives of the various industrial and commercial enterprises, and many others interested in the Town's future have been consulted directly by members of the Committee or by correspondence through the Secretary, regarding the subject matters concerned with the Committee's work.

The Committee had expected to make a verbal report at the 1944 Fall Town Meeting and obtain an appropriation for the printing and circulating of the report to Town Meeting Members.

In November, it having become apparent that there would be no Fall meeting, the Chairman of the Committee appeared before the Finance Committee and requested an appropriation from E. and D. funds to be used to the same end, thus giving the Town Meeting Members an opportunity to study the report and be prepared to act upon any of its provisions at the March, 1945 annual meeting.

The request was denied.

In the last week of December, another similar request was made of the Finance Committee.

This request was denied.

In view of Chapter 2, Section 16 of the Town by-laws, the Committee, using the secretarial and drafting facilities of its members, made 12 copies of the report which were handed to the Board of Selectmen, they being a duly constituted authority to receive same.

The Selectmen caused Articles 29, 30, 32 and 33 to be included in the Warrant, covering the appointment of a Transit Commission, an Industrial and Trade Commission, a Housing Commission and an Employment Committee, each carrying an appropriation of \$500.

These Articles were opposed by the Finance Committee on the floor of the March, 1945 meeting and no action was taken by the Town.

Article No. 31, covering appointment of the Arsenal Committee, was unopposed by the Finance Committee, and the Committee was authorized by the Meeting.

In accordance with Article No. 17, an appropriation of \$500 was voted by the Town Meeting for the purpose of printing this report and its circulation to the Town Meeting Members.

Early in the Committee's deliberations, it became evident that studies of the Town's present condition as well as future activities would be necessary.

These studies have been condensed into four headings:

1. The physical characteristics of Watertown;
2. The financial condition of Watertown;
3. Future projects that have been suggested;
4. Post War Employment.

These subjects are discussed on the following pages.

The recommendations of the Committee will be found in the Summary near the end of the report

THE PHYSICAL CHARACTERISTICS OF WATERTOWN

Watertown occupies a comparatively small area within the mosaic pattern of the Boston Metropolitan District.

In order that we may better realize the relation of Watertown to other communities, please turn to Map A. Note the Town's location within the Metropolitan District area and its relative size in comparison with other communities and to the whole district.

It will be observed that in the Boston Metropolitan District area there are 1,137 square miles and a population of 2,350,514 or 2,067 inhabitants per square mile. In the contiguous area of six communities, that is, Watertown, Boston, Cambridge, Belmont, Waltham and Newton area there are 112.6 square miles and a population of 1,053,882 or 9,360 inhabitants per square mile. Sections within this area have a population density of more than 18,000 inhabitants per square mile; Cambridge has more than 15,000.

Watertown, then, with an area of 4.11 square miles (2665 acres) and a population of 35,427 or 8,620 inhabitants per square mile (1940 Census) constitutes about 2/5 of 1% of the Boston Metropolitan District area and contains about 1½% of the population. In the six contiguous communities area, Watertown constitutes about 3.7% of the area and 3.4% of the population.

Note: 1944 census shows 37,000 population, i.e. about 9,000 per sq. mile.

In all matters pertaining to health and sanitation, protection of life and property, transportation (rail, street cars, autobus and automotive) heating and lighting, water, drainage, sewerage, employment and unemployment, the needs of the inhabitants of Watertown are inextricably interwoven with those of the other communities comprising the Boston Metropolitan District area and particularly the area of the six contiguous communities.

Rapid Transportation:

Turning next to Map B, it will be observed that North Beacon Street, the shortest route to Boston proper, Arsenal Street, leading to Central Square in Cambridge, and Mt. Auburn Street, the direct route to Harvard Square trisects the Eastern portion of the Town into three parts. North of the Square, Main Street is the direct route to Waltham and points West. Galen Street leads to Newton and Spring Street, vic. Common Street to Belmont.

These through traffic streets, together with others forming the nine entrances and exits into Watertown Square constitute a bottleneck in surface transportation. The nearby grade crossings and right of way of the Boston & Maine railroad present additional surface transportation problems. The Charles River and consequent high level water table within the Watertown Square area, together with drainage, water supply and sewerage requirements, enter into this problem. A proper area for automobile parking in this vicinity is a factor. All of these conditions will be intensified under post-war conditions.

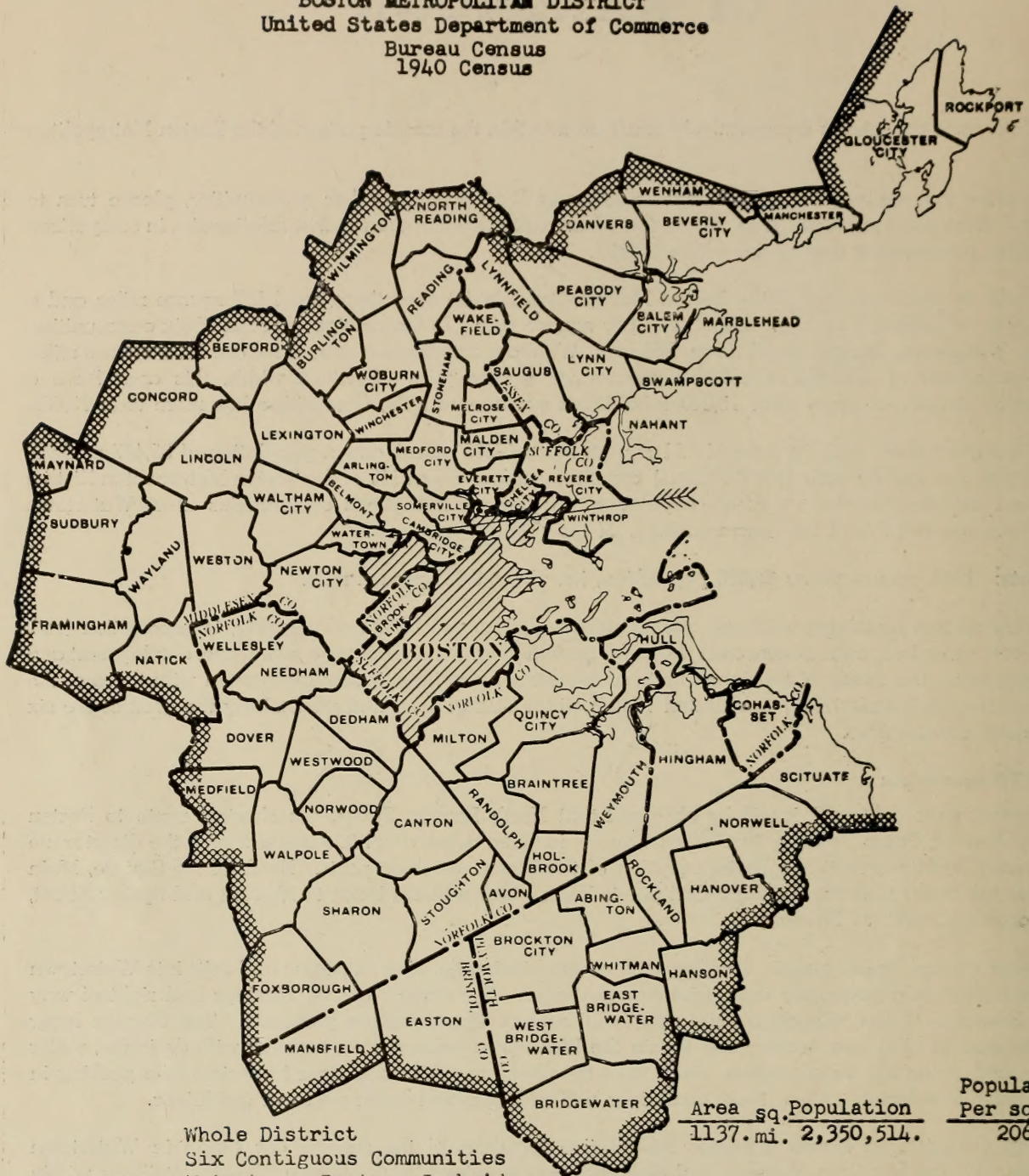
Map C appended hereto indicates the relative locations of the surface car tracks in Watertown together with the bus lines, subway and elevated lines operated by the Boston Elevated Railway within the Boston Metropolitan District.

The conditions outlined in the foregoing constitute a major problem in Long Range Planning that requires the careful study of competent technicians and engineers.

THE COMMITTEE'S RECOMMENDATION WILL BE FOUND UNDER NOTE 1 IN THE SUMMARY.

MAP A

BOSTON METROPOLITAN DISTRICT United States Department of Commerce Bureau Census 1940 Census



Whole District
Six Contiguous Communities
Watertown, Boston, Cambridge,
Belmont, Waltham, Newton
Watertown alone
Per Cent Watertown to six Communities
Per Cent Watertown to whole district

Area sq.	Population
1137. mi.	2,350,514.

Population Per sq. Mi.
2067.

112.6 "	1,053,882.
4.2 "	35,427.
3.7%	3.4%
.4%	1.5%

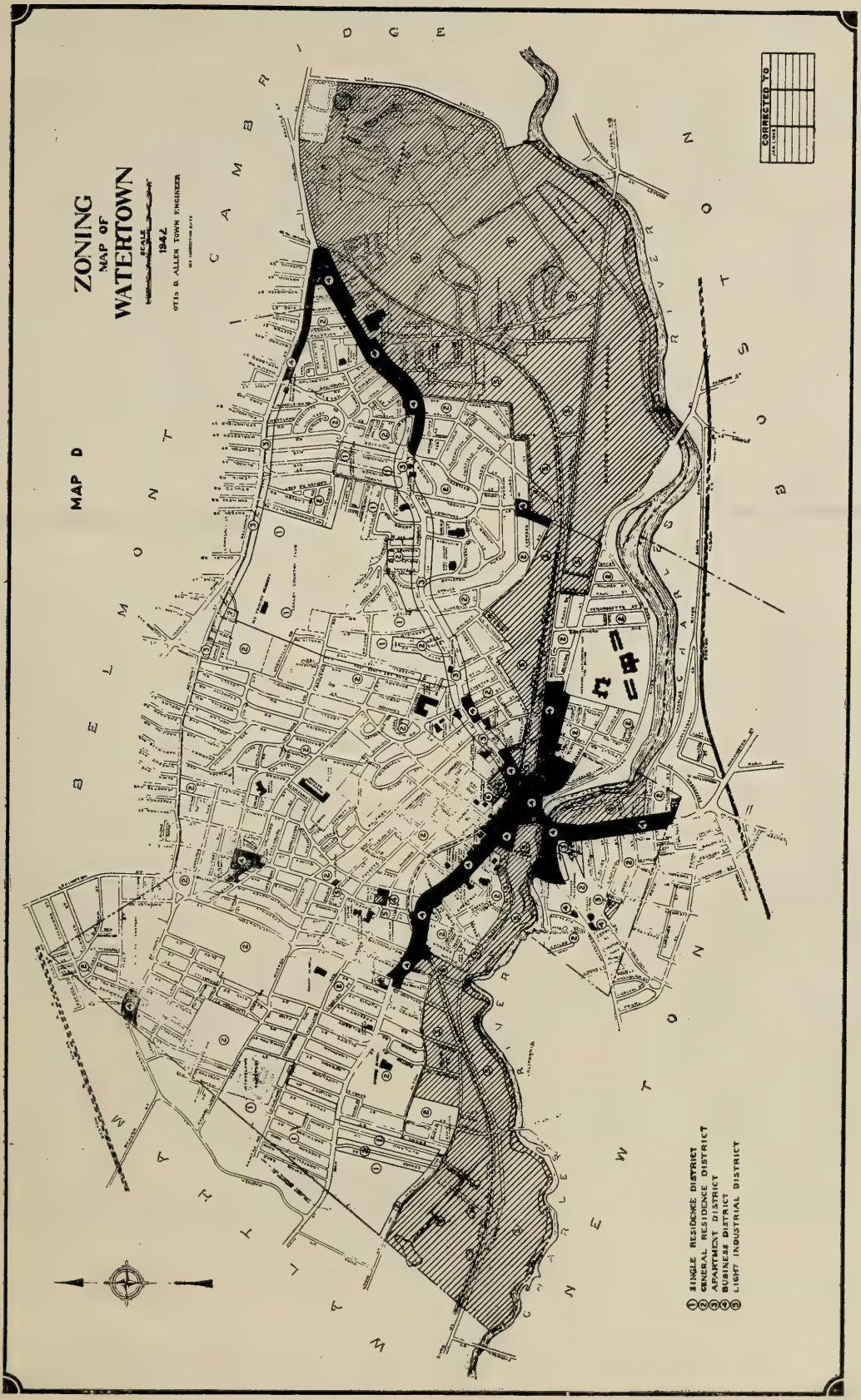
9360.
8435.
90.%
405.%

MAP OF WATERTOWN

SCALE
1945
STUD D ALLEN, TOWN ENGINEER







**ZONING
MAP OF
WATERTOWN**
SCALE
1942
OTTO B. ALLEN TOWN ENGINEER

MAP D

CONNECTED TO	
1	
2	
3	
4	
5	

- 1 SINGLE RESIDENCE DISTRICT
- 2 GENERAL RESIDENCE DISTRICT
- 3 APARTMENT DISTRICT
- 4 BUSINESS DISTRICT
- 5 LIGHT INDUSTRIAL DISTRICT

Zoning:

Map D indicates the area zoned for residential, industrial and business purposes. In connection with Map D, it will be noted that about 26% has been set aside for industrial and about 4% for commercial purposes.

Since the very beginnings of the Town, when the original gristmill erected in 1634 by Cradok and How, near the site of the present bridge across the Charles at the Square, a large number of industrial concerns have flourished here over a span of 300 years at various points contiguous to the river and the railroad.

There are today, in addition to the vast operations of the U. S. Arsenal, about 70 concerns within the industrial zoned area engaged in the production of a wide variety of goods and services.

There are still vacant areas available in the Eastern and Western parts of the Town within the zones now allotted for industrial purposes.

The encouragement of light manufacturing within the Zone 5 area constitutes a problem in Long Range Planning.

THE COMMITTEE'S RECOMMENDATION WILL BE FOUND UNDER NOTE 2 IN THE SUMMARY.

Similarly there are still substantial areas in the Western and Northern part of the Town suitable for housing, constituting desirable areas for Zone 1 housing.

The Committee visualizes a future well-housed population of 50,000 within the Town's area, a density of about 12,000 per square mile.

From time to time changes in zoning for housing may become necessary.

THE COMMITTEE'S RECOMMENDATION REGARDING HOUSING WILL BE FOUND UNDER NOTE No. 4.

Non-Taxable Areas:

Map E indicates those portions of the Town's area not subjected to taxation, from which the Town obtains no revenue.

It will be observed that 648.8 acres (24%) of the Town's 2,665 acres of area produce no revenue through taxation.

The details giving the names of the properties and their areas constituting the 648.8 acres will be found in Table I which follows.

Obviously, in view of the Town's future revenue requirements as little as possible of the remaining area should be given up to non-taxable use. On the contrary, measures should be taken to recover the revenue possibilities in such of the present non-taxable areas as may seem desirable.

The second largest of these areas is the U. S. Arsenal property, No. 68. The area, the building and equipment occupied by the U. S. Arsenal is Federal property and therefore not taxable, yet the Town has to maintain two streets (Arsenal and North Beacon) along the North and South boundaries of this enormous property and some portions of the services entailed in health and sanitation for the benefit of those employed there.

During the present war period the Town gave up the extension of School Street, between Arsenal and North Beacon and lost the revenue previously obtained through taxation of the area previously occupied by the Vose Piano Factory, adjacent land and houses. Post War, when much of the present activities are no longer necessary, a utilization of the Arsenal property that will yield revenue to the Town through taxation or otherwise is of prime importance.

A portion of the so-called "Watertown dump" No. 58 located at the site of the original Water Works at the West end of the Town will eventually be taken by the Metropolitan District Commission; the remainder with its underground water supply offers a possibility for area recovery.

There are other similar areas that may be recovered in whole or in part. These constitute a problem in Long Range Planning.

THE COMMITTEE'S RECOMMENDATION CONCERNING THESE MATTERS WILL BE FOUND UNDER NOTE 3 IN THE SUMMARY.

MAP E

MAP OF
WATERTOWN

SCALE
1939
OTTO D. ALLEN, TOWN ENGINEER



NON-TAXABLE AREA SHOWN IN BLACK --- 648.8 ACRES
TOTAL AREA OF TOWN ----- 2665 ACRES

Table 1

**KEY TO BLACKOUT MAP OF WATERTOWN NON-TAXABLE PROPERTY
IN ACRES**

	Acres:
1. Senior High School	4.3
2. East Junior High School and Playground No. 42.....	7.6
3. West Junior High School and Marshall Spring School No. 9.....	4.2
4. Coolidge School	2.3
5. Hosmer School	1.8
6. Francis School	1.3
7. Phillips School	1.3
8. Lowell School	4.5
9. Marshall Spring School (See No. 3)	
10. Browne School	5.0
11. Parker School	2.9
12. Sacred Heart School }	
13. Sacred Heart Church }	1.4
14. Belmont Street Baptist Church7
15. St. James Armenian Church3
16. St. Theresa's Church4
17. Mount Trinity Academy	1.8
18. Church of The Good Shepherd4
19. Baptist Church (Mt. Auburn St.)6
20. Congregational Church8
21. St. John's Meth. Episcopal Church	1.3
22. Unitarian Church	1.7
23. Rosary Academy	17.4
24. Union Church5
25. Calvary Tabernacle3
26. Greek Orthodox Church1
27. United Armenian Brethren2
28. Armenian Parish House (Hillside Road)1
29. Armenian Club (Mount Auburn St.)2
30. Perkins Institution for the Blind	34.4
31. Main Library	1.2
32. East Branch Library3
33. North Branch Library3
34. Mount Auburn Cemetery	149.4
35. Roman Catholic Cemetery (Cottage St.)	6.8
36. Arlington Street Cemetery	1.3
37. Common Street Cemetery	2.8
38. Ridgelawn Cemetery	17.8
39. St. Patrick's Cemetery	7.0
40. Arlington St. Playground (Coolidge School)	1.2
41. Dominick Filipello Playground	4.1
42. East Junior Playground (See No. 2)	
43. Victory Field and Municipal Garage No. 56	19.8
44. Whitney Hill Park	7.1
45. Lowell Playground and Infirmary No. 57	4.4

(cont'd.)

Table 1 (cont'd.)

	Acres:
46. Westminster Playground	5.9
47. Saltonstall Park, Administration Bldg. (Nos. 47, 52, 59) and Grant School Bldg.	5.3
48. Howe Park	2.0
49. Bemis Playground	1.9
50. Parker School Playground	4.4
51. Boyd Park (City of Newton)	2.6
52. Administration Building (See No. 47)	
53. Police Station2
54. Central Fire Station3
55. East End Fire Station2
56. Municipal Garage (See No. 43)	
57. Infirmary (See No. 45)	
58. Town Dump	21.2
59. Grant School Building (See No. 47)	
60. Gore Historical Society	54.5
61. Home for Girls (Belmont St.)	2.6
62. Home for Old Folks2
63. St. Patrick's Comm. Inst.	}
64. St. Patrick's School	
65. St. Patrick's Church	
66. Town of Belmont	2.2
67. Metropolitan District Comm. (Parks)	81.0
68. Watertown Arsenal (U. S. Gov.)	108.0
69. Columbus Delta4
70. Knowles Delta4
71. Beacon Square Delta1
72. School St. Delta (Belmont St.)2
73. School St. Delta (Mt. Auburn St.)	—
74. American Legion Home4
75. Carver Road Delta2
76. Irving Park3
77. Browne House6
78. French Church (Watertown St.)4
79. Adams Delta2
80. McNamara Lot	27.2
TOTAL ACRES	648.8



MOUNT AUBURN STREET — AT RAILROAD CROSSING — LOOKING TOWARD SQUARE

THE FINANCIAL CONDITION OF WATERTOWN

Many municipalities throughout the State have gradually improved their financial condition during the last few years. Some have not only paid off all their debts but have, in addition, built up substantial surpluses.

Thanks to the good judgment of Town Meeting Members, guided by recommendations of the Finance Committee in a "Pay As You Go" program, and to the good management of the Selectmen, Town Officials, Department Heads and Committees, Watertown is in excellent financial condition.

The customary December 31, 1944 balance sheet of Assets and Liabilities regularly reported by the auditor, a list of the bonded indebtedness and a tabulation of the Town's fixed assets will be found on the pages that follow.

It will be noted that after 1945, the yearly sums to be paid off on the bonded indebtedness decrease in amount, and the last of them will be paid off in 1951. Obviously, the borrowing capacity of the Town within the debt limit is something more than \$1,400,000.

During recent years, the excess of receipts over expenditures in the Water Department have provided substantial credits to the Excess and Deficiency (Surplus) account. It is quite possible that through reduction in water rates these credits will be somewhat less in the future.

TOWN OF WATERTOWN

BALANCE SHEET

As of December 31, 1944

Assets:

Cash	\$647,362.45	
Uncollected Taxes	81,439.52	
Special Assessments	518.90	
Tax Titles and Possessions	45,930.60	
Departmental Accounts Receivable	7,179.47	
Water Accounts Receivable	40,291.75	
Estimated Receipts	34,226.85	
Executions	4,312.17	
	<hr/>	
Total Current Assets		\$861,261.71

Liabilities:

State Taxes and Assessments	\$48,339.32	
Unexpended Balances	26,849.04	
A.D.C., O.A.A. Federal Aid & Adm.	17,066.08	
Juvenile Recreation, School and Park	7,924.15	
Revenues Dept., Tax Title, Water, etc.	94,273.78	
Town Defense	5,213.28	
Overlays 1944 and Reserves	55,740.09	
Payroll Deducs. War bonds and Taxes	25,942.78	
Cemetery Lots	12,776.28	
From Sale of Town Land	20,382.68	
Misc. Items	1,421.24	
	<hr/>	
Total Current Liabilities	\$315,928.72	
Excess and Deficiency (Surplus)	545,332.99	\$861,261.71

BONDED INDEBTEDNESS OF WATERTOWN

As of January 1, 1945:

Maturing in 1945	\$97,000.	
1946	59,000.	
1947	58,000.	
1948	58,000.	
1949	42,000.	
1950	18,000.	
1951	11,000.	
	<hr/>	
Total		\$343,000.

Inside the Debt Limit — \$110,000.

Outside the Debt Limit — \$233,000.

INVENTORY OF FIXED ASSETS AT APPRAISED VALUATION

As of Jan. 1, 1944 (Jan. 1, 1945 not available)

Nothing included for Highways and Streets

Administration Building		
Land	\$34,785.00	
Building and Annex	274,108.00	
Contents	56,528.20	\$365,421.20
Library Department		
Land	29,720.00	
Building	166,657.00	
Contents	112,488.39	308,865.39
Schools		
Land	202,025.00	
Buildings	2,142,514.00	
Contents	310,731.96	2,655,270.96
Fire Department		
Land	31,000.00	
Buildings	83,335.00	
Contents	78,266.75	192,601.75
Police Department		
Land	7,000.00	
Building	75,000.00	
Equipment	18,766.00	100,766.00
Infirmary		
Land	10,000.00	
Building	34,229.00	
Contents	2,505.50	46,734.50
Veterans Memorial		
Building	16,744.00	
Contents	1,342.70	18,086.70
Water Department		
Land	41,500.00	
Buildings	10,753.00	
Contents	12,964.25	
Water Mains	670,000.00	735,217.25
Municipal Garage		
Building	150,000.00	150,000.00
Highway		
Equipment	78,630.35	
Sewerage System	525,000.00	
Drainage	400,000.00	1,003,630.35
Park Department		
Athletic Field	50,000.00	
Land	189,650.00	
Building	200.00	
Equipment	1,300.00	241,150.00
Poles and Wires		
Equipment	125,000.00	125,000.00
Health Automobiles		
Equipment	600.00	600.00
Moth Department		
Equipment	300.00	300.00
		<hr/>
		\$5,943,644.10

FUTURE PROJECTS THAT HAVE BEEN SUGGESTED

During the period since organization, the Committee has conferred with Town Officials, Department Heads and Committees regarding projects that may become necessary during a six-year period 1945-1950 inclusive.

In several communities throughout the State having similar problems, Committees in charge have employed the services of Mr. W. S. Parker (Mr. Parker is Chairman of the City Planning Board of the city of Boston) for the purpose of correlating in cooperation with Department Heads and Officials the data in comparison with the financial condition of the Town or City in a forward looking program and rendering a report for the convenience of those interested. Several Committees now have and are using such reports.

We have utilized Mr. Parker's services in connection with the projects above-mentioned.

There is a substantial amount of this data which Mr. Parker has condensed into Tabulation A and B which follow.

In explanation of these tabulations, it will be noted that Tabulation A shows the projects which have been listed by the various Town Departments and Special Committees, as needed during the program period 1945-1950 inclusive, and the year in which it is desirable that each project be constructed.

At the bottom of the yearly columns will be found the total cost of the projects included for each year. These totals will be found also in Tabulation B, Column 10.

Tabulation B shows a brief summary of the financial experience of Watertown in the past six years, from 1939 to 1944 inclusive, and the experience that is likely if the projects listed in Tabulation A are carried out in the coming six years, 1945-1950 inclusive.

Column 1 of Tabulation B shows total income from taxes, other incidental operating receipts, appropriations from surplus, carry-overs of unexpended ear-marked funds from previous years, and other funds available for current expenses.

Column 2 shows operating expenses (Column 3) annual cost of capital outlays for new physical improvements (Column 4) shows the total of these two categories of municipal costs.

Column 5 shows the tax rates as they actually were from 1939 to 1944 and the tax rates that would result in 1945 to 1950 if the trend in operating costs should develop as indicated in Column 2, and if all the requested capital outlays shown in Tabulation A are authorized in the order shown and financed as suggested in Columns 6, 7, 8 and 9.

In relation to Column 8, it should be remembered that the Town now holds \$50,000 in War Bonds for use on Capital outlays after the war. These are suggested for use in 1945.

The Committee is advised that at the end of 1944, the Town will have available free cash amounting to \$150,000 that can properly be used to assist in the financing of its capital outlay program.

The balance sheet as of December 31, 1944 shows a substantially larger sum in E and D account, but owing to rapidly changing conditions, it is felt that reserves equal to the difference should be retained, leaving for use the \$150,000 as listed in Tabulation B.

The table shows (Column 9) that it is suggested that \$100,000 be used in 1946 and the remaining \$50,000 be used in 1945. Column 7 shows the new bond issues proposed for 1945, 1946 and 1947 which would be needed in order to permit the large expenditures listed for those years without undue increases in the tax rate.

It should be remembered that this table does not show specific recommendations of the Long Range Planning Committee, but does show a method of financing these projects as requested by Town Departments and Committees.

THE COMMITTEE'S RECOMMENDATION IN THIS MATTER WILL BE FOUND UNDER NOTE 5 IN THE SUMMARY.

Tabulation B

SUMMARY OF INCOME AND EXPENSES

1939-1944 INCLUSIVE ACTUAL

1945-1950 INCLUSIVE ESTIMATED

Giving Effect to Department Estimates Table A

Column	1	2	3	4	5	6	7	8	9	10
	EXPENSES					METHOD OF FINANCING CAPITAL OUTLAYS				
Years	Total Income (X)	Operating Expenses	Ann. Cost Cap. Outlay	Total Expenses	Tax Rates (Y)	From Tax Levy	From New Bonds	From War Bond Reserve	From Sur plus	Total Capital Outlays
1939	\$2,772,397	\$2,738,639	\$155,450	\$2,894,089	\$35.00	\$155,450				\$155,450
1940	2,896,966	2,816,964	139,764	2,956,728	35.00	139,764				139,764
1941	2,941,510	2,646,158	116,721	2,762,879	34.60	116,721				116,721
1942	3,016,325	2,616,361	48,276	2,664,637	35.00	48,276				48,276
1943	2,878,065	2,510,374	44,802	2,555,176	31.60	44,802				44,802
1944	2,804,183	2,754,587	19,303	2,773,890	31.60	19,303				19,303
1945	3,005,863	2,767,492	238,371	3,005,863	41.48(z)	286,371	\$200,000			486,371
1946	3,051,348	2,756,311	295,037	3,051,348	41.47	280,037	100,000		\$100,000	480,037
1947	2,928,064	2,577,479	350,585	2,928,064	38.73	322,785	700,000	\$50,000	50,000	122,785
1948	3,026,233	2,583,366	442,867	3,026,233	40.40	373,367				373,367
1949	2,999,822	2,586,214	413,608	2,999,822	39.40	345,108				345,108
1950	3,072,267	2,572,835	499,432	3,072,263	40.67	431,932				431,932

(x) Includes appropriations from surplus carry-overs and other funds for current expenses as well as taxes.

(y) In this connection, a study of the years 1939-1944 inclusive (columns 5 and 6) indicates that at a valuation of 50 million if the amounts assessed for capital expenditures (column 6) were deducted there would remain as a rate covering the operating expenses of the town approximately \$31.90 for 1939; \$32.22 for 1940; \$32.27 for 1941; \$34.04 for 1942; \$30.70 for 1943; \$31.22 for 1944; the average being about \$32.00, requiring roughly a revenue of about \$1,600,000 per annum.

(z) Some of the items composing this sum are requested in articles which will appear in the warrant for the March, 1945 annual meeting.

Note 1: The above estimates were prepared for the committee by Mr. Wm. Stanley Parker, in cooperation with town officials and department heads. The data from which these statistics were compiled are available for those interested.

Note 2: It is intended that this six-year program be continuous adding a new year at the completion of the current year. Such reductions, additions and other changes as may be necessary are to be incorporated, thus keeping the costs and effects of the expenditures before those interested.

THE COMMITTEE'S RECOMMENDATION REGARDING THIS MATTER WILL BE FOUND UNDER NOTE 8 IN THE SUMMARY.

Tabulation A

Highway and Engineering Depts.:	1945	1946	1947	1948	1949	1950	
Road Construction	\$559,000	\$40,000	\$75,000	\$100,000	\$122,000	\$122,000	\$100,000
Sidewalk Construction	230,000	25,000	40,000	40,000	45,000	40,000	40,000
Sewer Construction	310,000	5,000	25,000	70,000	70,000	70,000	70,000
Drainage Construction	105,000	5,000	20,000	20,000	20,000	20,000	20,000
Bridge Construction	164,000		64,000				100,000
Town Dump Grading	30,000		10,000	10,000	10,000		
Municipal Garage							
Sand and Salt Hopper.....	5,000		5,000				
Platform Scales	2,500		2,500				
Equipment	75,000	25,000	50,000				
Parking Area	4,000			4,000			
Water Department:							
North Beacon St., replacing							
6" with 12" Main	34,021	34,021					
Morse St. replacing 6" with							
12" Main	19,417		19,417				
Capitol St. replacing 6" with							
12" Main	10,420			10,420			
Union St. replacing 6" with							
12" Main	13,885			13,885			
School St. replacing 6" with							
12" Main	15,067				15,067		
Gleason St. and Highland							
Ave. New 6" & 8" Mains	6,303					6,308	
Charles River Parkway.							
New 12" Main	28,952						28,952
Poles and Wires:							
Underground System for							
Emergency Police & Fire							
Alarms	385,000	50,000	50,000	75,000	75,000	75,000	60,000
Fire Department:							
Pumper	11,000	11,000					
Ladder Trucks	18,000	18,000					
Drill Tower	3,000	3,000					
Sprinklers Infirmary	500	500					
Town Clerk (Election Dept.):							
Voting Machines	60,180		10,620	12,980	11,800	11,800	12,980
Police Department Garage:	350	350					
School Department:							
E. Jr. Gymnasium Auditor-							
ium and Cafeteria	200,000	200,000					
Philips School — New Bldg.							
Replacing Francis	200,000			200,000			
Intercommunicating Systems							
in Sr. and Jr. High	7,500	2,000	3,500	2,000			
Modernize Toilets W. Jr.,							
Hosmer, Marshall Spring							
and Parker	8,000	2,000	2,000	2,000	2,000		
Sr. High—Redecorate Audi-							
torium and Whitehill Hall	3,000	3,000					
Coolidge School—Wall Grad-							
ing & Fence—Arlington St.	2,000			2,000			
Brown School — Re-surface							
Playground	3,000		3,000				
W. Jr. and Marshall Spring							
Schools Fence	5,000			2,500	2,500		
Hosmer School Fence	5,000	5,000					
E. Jr. High—Replace Boilers	7,500	7,500					
By Committees:							
Incinerator Committee							
Purchase of Land	50,000	50,000					
Building Incinerator	100,000		100,000				
War Memorial and Com-							
munity Center	558,000			558,000			
	\$3,239,600	*\$486,371	\$480,037	\$1,122,785	\$373,367	\$345,108	\$431,932

* See page 21 for detail of sums actually appropriated and balances left at annual March 1945 meeting.

Tabulation C

As against Department Estimates of *\$486,371 the annual 1945 Town Meeting voted sums aggregating \$142,580 as detailed below:

	1945 Estimate	1945 Appropriation	1945 Unappropriated
Highway:			
Road Construction	\$40,000.00	\$8,500.00	\$31,500.00
Side Construction	25,000.00	1,500.00	23,500.00
Sewer Construction	5,000.00	5,300.00	
Drain Construction	5,000.00	4,000.00	1,000.00
Equipment	25,000.00	29,540.00	
 Water Department:			
North Beacon Street	34,021.00		34,021.00
Grove Street		10,000.00	
 Poles and Wires:			
Underground	50,000.00		50,000.00
 Fire Department:			
Pumper	11,000.00		11,000.00
Ladder Trucks	18,000.00	17,200.00	
Drill Tower	3,000.00		3,000.00
Sprinklers	500.00		500.00
Hose, Driers, Batt. Chgr.,			
Mobile Radio		1,540.00	
 Police Department:			
Garage	350.00		350.00
 Schools:			
E. Junior Gym.	200,000.00		200,000.00
Inter Comm. System	2,000.00		2,000.00
Toilets	2,000.00		2,000.00
Senior High Redec.	3,000.00		3,000.00
Hosmer Fence	5,000.00		5,000.00
E. Junior Boilers	7,500.00	15,000.00	
 Incinerator:			
Purchase of Land	50,000.00	50,000.00	
	\$486,371.00	\$142,580.00	\$366,871.00

WATERTOWN HOSPITAL

A meeting of interested citizens called by the Watertown Fraternal Order of Eagles appointed a committee consisting of Mr. Kenneth H. Erskine, Mrs. J. Stephenson Hemphill, Mr. Thomas Galligan, Mr. Harold Whitney and Dr. H. Zovikian to investigate the need of a Hospital in Watertown. They have gathered a large amount of data pertaining to the project and have held several meetings in the consideration of same.

In response to our invitation, Mr. Kenneth H. Erskine, Chairman of the Hospital Committee appeared before the Long Range Planning Committee and discussed many phases of the accumulated data in detail.

As a result of this discussion there appears to be four outstanding contingencies:

1. That in the Metropolitan District Area there is a substantial capacity of hospital facilities of the highest order available to care for all peace time needs of the various communities;
2. That a relatively small hospital such as might be established in Watertown would of necessity be lacking in both personnel and equipment as compared with the existing large, well-equipped hospitals in the Boston Metropolitan District Area;
3. Building costs have advanced rapidly and are likely to remain high for some time to come. Furthermore, it has been the experience in building small hospitals that the relative initial construction cost has been much higher than in the larger well established institutions.
4. The unit maintenance and operating costs are higher in the smaller hospital than in the larger institutions.

The above-mentioned Hospital Committee is continuing its studies of the matter, and will submit its findings in a report to be made at some date in the near future.

WATERTOWN PLAYGROUNDS

The Watertown Boys and Girls Club has made a study of the physical condition of the various playgrounds in Watertown.

At our invitation Mr. Leonard P. Danskin, Chairman of the sub-committee of the Watertown Boys and Girls Club on Playgrounds appeared before the Long Range Planning Committee and described in detail the conditions existing at the time of the investigation.

Mr. Danskin has since filed a detailed written report with our committee; same is available to those interested.

Space does not permit the reprinting of the report in its entirety but the following digest of the report indicates the conditions found.

Arlington Street	Seems adequate for the present.
Coolidge School	Needs resurfacing and higher fence around tennis courts.
East Junior High	A new layout to better utilize the space is needed.
Phillips School	Needs resurfacing and equipment.
Victory Field	There are adequate facilities for older children, equipment is needed for younger children.
Lowell School	Older children use Victory Field. Space for younger children adequate but the oiled surface makes it unusable for play purposes.
Parker School	Hollow should be filled in entire grounds resurfaced and drinking fountain relocated.
Saltonstall Park	Needs equipment.
Brown School	Poison ivy should be removed. Additional space behind the school should be provided and present space cleared and resurfaced.
Bemis Playground	Inadequate in size.
In General	The playgrounds are inadequately equipped with apparatus such as swings, sand boxes and other equipment and in many cases they need resurfacing.

WAR MEMORIAL and COMMUNITY CENTER

The Watertown Boys and Girls Club has developed a plan for a Community Center and has submitted to our Committee a tentative estimate (see Page 20) of the cost of this project.

A copy of a recent letter addressed to our Committee covering this project is self-explanatory:

Watertown, Mass.

July 12, 1945

"Long Range Planning Committee

Town of Watertown

Massachusetts

Gentlemen:

If custom is adhered to, Watertown will wish to create a memorial to its sons and daughters who served in the present war.

The Committee is of the opinion that such a memorial should be utilitarian as well as ornamental and believes that a central community gathering place would be eminently fitting.

Watertown lacks a large assembly hall; it is charged with the responsibility of providing quarters for its several veterans' organizations and it has not followed the lead of other communities in providing recreational facilities for adults, as it has for children.

A center could be built that would include an auditorium of suitable size, equipped with theatre facilities; a large gymnasium that could be divided into smaller areas through movable partitions; bowling alleys, billiard tables, game rooms, meeting rooms, a kitchen and a swimming pool, which, the Committee has no doubt, would more than pay for itself. The Brookline municipal pool is a fine example of what may be done in that respect.

It is the belief of the Committee that such a creation would draw people together in healthful companionship, would make possible large gatherings for entertainments, etc., and would provide quarters under one roof for the veterans' groups, with the large hall for special meetings.

It would seem that plans should be launched as soon as possible for the erection of such a structure.

Very truly yours,

FRANCIS J. McCARTHY, President,

Watertown Boys and Girls Clubs."

In connection with this development, it is suggested:

1. That in view of the existing large, non-revenue proportion of the Town's area this project should be located on idle land now owned by the Town;
2. That great care should be exercised in the planning to the end that the facilities provided will not be in duplication of other proposed developments, particularly those of the School Committee.

THE CHARLES RIVER

The river forming, excepting at the center, the Southern boundary of the Town offers many opportunities for recreation and utility by the inhabitants. From the Cambridge line to Watertown Square, the river, navigable for shallow draft vessels has been beautified in part along its shores, but much remains in this respect to be done.

From the Square to the Waltham line the river is utilized to some extent for power and industrial purposes.

Although the development of the water way, the river banks, the adjacent parks and parkways is largely in the hands of the Metropolitan District Commission, in view of the importance of the opportunities for the recreational and utilitarian uses of the river, in years to come, the Committee believes that much consideration should be given to these developments.

THE COMMITTEE'S RECOMMENDATION REGARDING THIS MATTER WILL BE FOUND UNDER NOTE No. 7 IN THE SUMMARY.

POST WAR UNEMPLOYMENT

During the progress of our consultations with department heads and others, the matter of unemployment post-war was often mentioned.

The thought was often expressed that the construction and other work connected with new projects (such as will appear later) would provide work for the inhabitants of Watertown in a period of general unemployment.

In order to better visualize the conditions that prevail in normal times, the Committee has selected data from *Community Statistical Abstracts* published by the Bureau of Research, Boston University College of Business Administration. These statistics cover the conditions prevailing in 1940, and (Table 5) estimates for 1945.

As a result of our studies, we have divided those who may need assistance in finding employment into four groups:

- FIRST — Returning servicemen and women;
- SECOND — Those unable to find employment through their own efforts;
- THIRD — Untrained adults.
- FOURTH — Those leaving or graduating from school and unable to find employment.

These groups will be discussed on the following pages.

* By permission of Boston University College of Business Administration.

FIRST — Returned servicemen and women:

It will be observed in Table 2 below that as of 1940, there were 3833 (11% of Town's inhabitants) registrants for service. It is to be noted that in the interim this number has been greatly increased. To date, August 1, 1945, 4270 have volunteered or been drafted; 101 have paid the supreme sacrifice, and an unknown number will have been incapacitated to greater or lesser degree.

While it is hoped that upon returning, many will find better opportunities in their former employment, unfortunately, owing to constantly changing conditions some will require assistance.

THEY THEN WHO HAVE GIVEN SO MUCH AND SERVED SO WELL ARE THE FIRST CONCERN OF THE COMMUNITY.

Table 2
POPULATION IN WATERTOWN — (1940)

Population Trends		Population Characteristics		Foreign Born	
1920	21,451	Native White	27,127	Naturalized	5,249
1930	34,427	Foreign Born	8,284	First Papers	591
1940	35,427	Negro	9	Alien	1,550
Selective Service		Other	7	Other	894
Registrants	3,833	Total	35,427		
Selected	4,270 to Aug. 1, '45	Males	16,893	Total	8,284
Deceased	101 to Aug. 1, '45	Females	18,534		

Note: 1945 interim census indicates a population of 37,000.

SECOND — Those unable to find employment:

A study of Table 3 below discloses that in a population of 35,427 in 1940, 14,818 were employables and of these 12,779 were working in regular occupations, 612 were engaged in public emergency work and 1407 unemployed.

Note that in 1939, 5147 were employed in our industries.

Contrasting this 5147 (in 1939) with Operatives 2792 (in 1940), Table 3 indicates that for this type of employables our manufacturing establishments find it necessary to employ many workers from other communities because there are not enough in Watertown.

On the contrary, it will be noted that Sales and Clerical 3557, indicates that many in this group as well as those under Professional 1141; Semi Professional 189; Proprietor and Managers 1239 find employment in other communities.

Post war may bring many changes in this data. However, assuming that 1940 conditions as depicted here (the nearest pre-war) typifies a relative normal post-war condition; the community would be primarily concerned then with the 1407 unemployed.

Table 3
Employed and Unemployed in Watertown (1940)

	Male	Female	Total	% 1940 Population 35,427
Professional	638	503	1,141	3.2
Semi-professional	160	29	189	.6
Proprietors and Managers	1,139	100	1,239	3.5
Sales and Clerical	1,938	1,619	3,557	10.1
Craftsmen	1,889	77	1,966	5.6
Operatives (Factory)	1,808	984	2,792	7.9
Services and Domestic	601	612	1,213	3.6
Farmers and Farm Managers	13	2	15	.1
Farm Laborers	37	4	41	.1
Laborers Other Than Farm	477	19	496	1.0
Unclassified	85	45	130	.4
TOTAL	8,785	3,994	12,779	36.1
Public Emergency Work	493	119	612	1.7
Total Working	9,278	4,113	13,381	37.8
Seeking Work (Unemployed)	1,017	390	1,407	4.0
TOTAL EMPLOYABLES	10,295	4,503	14,788	41.8

Total Employment Within the Town in 1939:

64 Manufacturing (1939); 354 Retail (in 1940); 18 Wholesale (in 1939);
188 Service (1939) Est.

Type Emp.	Payroll	No. Employed
Manufacturing	\$6,419,000	5,147
Retail	1,564,000	1,339
Wholesale	706,000	384
Service	987,000	906
Municipal	960,000 est.	600
TOTAL	\$10,636,000	8,376

THIRD — Untrained adults:

Turning back to Table 2, it will be noted that as of 1940 — 8284 of the 35,427 population were foreign born; of these 1550 were still aliens and 894 were unaccounted for.

Note: It is believed that some of the aliens have become American citizens during the war period.

It is believed by your Committee that of the 1550 aliens and 894 unaccounted for, many may have been unable to find employment because of lack of schooling and training.

Those constituting this group need assistance in becoming better prepared for employment and in obtaining work.

FOURTH — Those leaving or graduating from school:

Table 4 that follows indicates the scope of this youth problem. The school enrollment of 6474 in the 11 public schools and 1126 in the two parochial schools or a total enrollment of 7600 contain many who will be seeking employment upon leaving or graduating.

Some will go on to institutions of higher learning.

Of this school population, it is estimated that about 500 either leave or graduate each year, and of these about 400 require immediate employment.

In many communities a program of part-time work and part-time study is carried on: those thus prepared are better able to obtain employment.

Your Committee believes in view of the large number of manufacturing, retail and service establishments in Watertown, that part-time work may be found therein for many of the scholars.

In any event, providing opportunity and assistance to the youths leaving or graduating from our school systems is a prime requirement in any program of unemployment.

Table 4
Educational Statistics 1940

Educational Facilities	No.		Current School Attendance		Years School Completed	
	Enrollment					
Public Schools	11	6,474	Under 7 years old	1,019	Persons 25 years old or over	
Parochial	2	1,126	7-13 years old	4,219	Not reported	322
Rosary Academy	1	?	14-17 years old	2,528	No schooling	835
Trinity College	1	?	18-24 years old	3,842	Grade 1-6 years	2,064
Perkins Institute	1	?			Grade 7-8 years	5,231
					High School 1-3 years	3,874
					High School 4 years	6,060
					College 1-3 years	1,417
					College 4 years or more	1,496
TOTAL	16		*TOTAL	11,672	TOTAL	21,299

* Includes those attending schools outside Watertown.

EMPLOYMENT IN MANUFACTURING ESTABLISHMENTS IN WATERTOWN

It is interesting to note the extent of Watertown's participation in the decline of employment during the depression years and the conditions since up to and including 1940, and then the great change that took place (as indicated by the estimates) in 1944.

This data is set forth in Table 5 which follows.

As might be expected, 1933 witnessed the low in Value of Products, Wages and Wage earners, notwithstanding that there were nearly double the number of establishments. 1919, the first year after World War No. 1 was an alltime high in the number employed, and 1929 the peak prosperity year was highest in total wages paid and average yearly earnings up to 1944.

In view of these past performances, 1940 is disappointing especially in the number employed.

Table 5
Employment in Watertown Manufacturing Plants

Year	No. Estab.	Value of Products	Wages	Wage Earners	Average Yearly Earnings	
					Local	State
1919	25	\$47,297,519	\$9,082,702	9,439	\$956	\$1,072
1929	40	33,771,465	9,363,999	7,155	1,308	1,246
1933	46	16,843,952	4,478,267	4,589	975	889
1935	49	22,775,637	5,210,534	4,829	1,079	1,007
1937	52	27,767,566	6,652,906	5,411	1,230	1,121
1939	64	25,762,409	6,419,181	5,147	1,247	1,087
1940	67	28,653,485	6,324,555	4,989	1,267	1,190
1944	70 est.	66,101,000	15,335,000	7,449	2,059	2,128

Activities at the U. S. Arsenal not included.

How much of the estimated 1944 "Value of Products" and "Wages" will be retained and how many "Wage Earners" will be employed Post War?

Certain aspects of this problem have been dealt with in Notes 2 and 3 in the Summary.

POST-WAR ESTIMATES:

In an endeavor to obtain information regarding post-war employment, questionnaires were sent to industrial and service concerns in Watertown requesting information as to:

1. Normal number pre-war employees;
2. Number employed at present (June, 1944):
3. Estimated number to be employed post-war;
4. Estimated expenditures post-war for (a) construction and (b) machinery.

Out of 60 questionnaires, not including the Watertown Arsenal, we received 15 replies, data from which will be found in Table 6 below:

Table 6

Co. No.	NUMBER PRE-WAR						NUMBER PRESENT						ESTIMATED POST-WAR					
	Watertown		Outside		Total		Watertown		Outside		Total		Watertown		Outside		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1	4	3	4	2	8	5	2	3	3	3	5	6	8	13	4	3	12	16
2	58	90	20	23	78	113	9	43	39	74	48	117	12	46	59	103	71	149
3	30	45	—	—	30	45	3	17	—	—	3	17	100	100	—	—	100	100
4	2	2	15	2	17	4	2	2	15	2	17	4	2	5	15	2	17	7
5	50	200	10	40	60	240	30	175	5	40	35	215	75	300	25	50	100	350
6	No record						76	18	82	5	158	23	No estimate					
7	5	0	15	0	20	0	11	0	50	0	61	0	5	0	20	0	25	0
8	14	25	29	21	43	47	13	22	21	16	34	38	15	26	29	21	43	47
9	617	410	2204	1469	2821	1879	524	756	2309	3464	2833	4250	650	490	2138	2727	2788	3212
10	5	30	5	18	10	48	8	42	7	21	15	63	18	60	7	21	25	81
11	3	4	14	254	17	258	0	26	12	286	12	312	No estimate					
12	No estimate																	
13	No estimate																	
14	No estimate																	
15	No estimate																	
Total No. 6 & No. 11	785	806	2302	1575	3087	2381	602	1090	2449	3620	3051	4710	884	1040	2297	2922	3181	3962
Not inc.	1591		3377		5468		1692		6069		7761		1924		5219		7143	

It will be observed that the totals above comprise only nine of the many industrial establishments in Watertown.

They are now employing 7761 persons — 3051 being males, 4710 females. Before the war they employed 5468 persons — 3087 being males, 2381 females. Post-war they expect to employ 7143 persons — 3181 being males, 3962 females. At present of 7761 employed — 1692 live in Watertown and 6069 come from other communities.

Before the war, of 5468 employed — 1591 lived in Watertown and 3877 came from other communities.

Post-war, of 7143 employed — 1924 will live in Watertown and 5219 will come from other communities.

Although incomplete, the foregoing is encouraging in that there will be a few more post-war opportunities for employment of Watertown inhabitants than existed pre-war.

In addition to the foregoing, our questionnaire requested information as to:

- a. Expenditures for new post-war construction;
- b. New machinery.

Four contemplate new construction, amounting to \$134,000, and five new machinery amounting to \$755,000.

POST-WAR EMPLOYMENT THROUGH NEW PROJECTS:

Taking into consideration the skills of Watertown employables, as disclosed in Table 2, it is doubtful if the projects as outlined in Tabulation A would furnish employment except incidentally to Watertown inhabitants. The work of such enterprises is usually carried on by contractors who have their own skilled and semi-skilled organizations.

However, in so far as it may be operative, a provision specifying employment of Watertown citizens should be inserted in contracts in order that as much employment as possible will be provided for Watertown inhabitants.

IN GENERAL

In a metropolitan community such as Watertown, it is difficult to predict the effects of reconversion to peace-time pursuits.

Industrially in Watertown (except for the activities at the Arsenal) there are indications (Table 6) that after a short period of adjustment, a relatively high degree of employment will prevail for a time.

But as shown (Table 2) the skills of Watertown inhabitants tend more to owner, manager, professional and commercial than to industrial pursuits.

No doubt, some form of Federal and State employment agencies will be continued post-war.

However, it is believed that in view of the social service, legal and veteran requirements, unemployment has become a community problem.

THE COMMITTEE'S RECOMMENDATION IN THIS MATTER WILL BE FOUND UNDER NOTE 6 IN THE SUMMARY.

SUMMARY

FOREWORD

It has appeared to us that the duty of the Long Range Planning Committee consists in collecting and correlating data resulting from suggestions made by Officials, Department Heads and others pertaining to possible future needs of the Town and presenting same in the form of reports from time to time to constituted Town authorities.

Obviously, it is not within the province of the Committee to be FOR or AGAINST or to INITIATE action in the furtherance of any project.

In the form of Town government, such as we have in Watertown, expenditures are authorized by majority vote of the representative Town Meeting members through the medium of appropriations under articles in a warrant.

It seems to your Committee, under these conditions that the solution of the major problems may best be accomplished by regularly constituted Committees or Commissions.

The Town Officials having constituted authority, being elected for stated terms of office, are subject to change from time to time as the result of elections.

It will be observed, however, in the Notes containing our suggestions, that we have included various Town officials serving at the time in the Committees or Commissions suggested.

Our reason for so doing is that the elected Officials have intimate knowledge of the conditions prevailing in any given problem and they possess constituted authority; they will also serve to coordinate the work.

We have included other members at large to be appointed by the Moderator in order to utilize the skilled talents of the Town's inhabitants and to preserve a continuity in the work when elected officials are retired from office.

In order that a cross section of all of the Town's inhabitants may be represented in some cases, we have included at least one member from each of the Town's precincts.

This procedure involves in some cases Committees having many members. However, giving effect to all contingencies there seems to be no other procedure.

Each of the contiguous communities, mentioned earlier in the report, has an organization set up for some form of post-war planning.

In view of the inter-related interests of these contiguous communities, it is obvious that such Commissions and Committees as may be authorized from time to time should cooperate with all organizations of a like nature and particularly with the Greater Boston Development Committee.

Since the March 1945 Town Meeting, the then President of our Country, Franklin Delano Roosevelt, has passed on, the war against Germany has been terminated and now (August 14, 1945) the Japanese have accepted our terms of surrender.

The coming period of peace negotiations and occupation, the demobilization of our armed forces and those engaged in wartime Governmental activities, the reconversion of industry and commerce to peace-time pursuits bring into sharp focus the many problems cited within these pages.

We urge action resulting in the appointment of the Commissions and Committees recommended therein at the first Town Meeting held subsequent to publication of this report.

As indicated in the foregoing descriptive matter, the recommendations of the Committee will be found under the Notes which follow.

NOTE 1

Some one has said that Watertown Square should have its face lifted.

The matter of improving the appearance of the approaches to the Town has been suggested.

Older inhabitants of the Town who remember the country village square with the old Walker & Pratt foundry on the site of the present Delta will agree that many changes for the better have taken place.

Obviously, it is not to be expected that property owners in and contiguous to the Square will engage in a program of building or major change until the trend of development covering surface and underground transportation as well as the services are clearly defined.

Over the years several studies of the conditions in the Square and the facilities within the Town have been made, and much information resulting therefrom is available in the files of the Town Engineering Department.

The matter of extra fares west of the Square within the Town limits is a problem that enters into future transit facilities.

Since the March 1945 meeting, the Legislative Committee on Rapid Transit has sent out its report.

There are many things pertaining to this report that vitally affect all the inhabitants of Watertown and which intensify the need of a Watertown Commission as provided below.

In view of the continuing growth of the Town and the problems of post-war transportation, it is recommended:

THAT an Article, drawn by the Town Counsel, be inserted in the Warrant for the next Town Meeting, authorizing a Committee of 17, to be known as the Watertown Transit Commission, consisting of the three Selectmen, the Town Engineer, the Chairman of the Finance Committee, and two members representing the Town in the General Court, all then being in office or their successors, and ten, one from each of the Town precincts selected by the Moderator, be appointed, to consult and cooperate with officials of the Greater Boston Development Committee and transportation companies, and others in the making of studies, keeping records, preparing reports and such other work as may be necessary to make recommendations to Town Meeting members for future action.

For purposes of organization and the beginning of the work, it is recommended that an initial appropriation of \$500.00 be made at the next Town Meeting.

NOTE 2

With a view to increasing revenue for the Town through taxation and opportunities of employment for the Town's inhabitants, the utilization of vacant zoned areas for light manufacturing is recommended.

During the past, attempts have been made to encourage this form of development through a Watertown Chamber of Commerce or a Board of Trade.

At the present writing there appears to be no organized effort within the Town along these lines.

In order to accomplish desired results, the Committee believes that organized and sustained effort is necessary, and therefore recommends:

THAT an Article be prepared by the Town Counsel and inserted in the Warrant of the next Town Meeting providing for a Committee of 17, to be known as the Watertown Industrial and Trade Commission, consisting of the three Selectmen, the Town Engineer, the Chairman and two members of the Finance Committee, selected by the Committee then in office or their successors, and one from each of the ten precincts of the Town appointed by the Moderator to employ a paid agent and maintain an office for the purpose of establishing desirable light manufacturing industries and commercial concerns within the areas of the Town zoned for these purposes.

For purposes of organization and beginning of the work, it is recommended that an initial appropriation of \$500.00 be made at the next Town Meeting.

NOTE 3

If the experience of previous wars obtains during the coming post-war period, much of the enormous plant of the U. S. Arsenal extending along Arsenal Street for fully a mile will become idle at the close of the present war.

There are many proposals being put forth for the utilization of government property throughout the country for post-war small business enterprises.

The recovery of other areas, as indicated on Map E and Table 1, for manufacturing, commercial and housing use are likewise important.

Inasmuch as the Town obtains no revenue from Arsenal property through taxation, and unemployment will result through the closing down of much of this plant, and the necessity for increased revenue through the industrial, commercial and housing use of properties now untaxable the Committee recommends:

THAT an Article be prepared by the Town Counsel and inserted in the Warrant for the next Town Meeting, providing for the appointment of a Committee, to be known as the Arsenal and Property Recovery Committee composed of the three Selectmen, the Town Engineer, the Chairman and two other members of the Finance Committee elected by the Committee then in office or their successors and four members at large, appointed by the Moderator from the Town's inhabitants for the purpose of negotiating with proper officials of the Federal Government for the use of as much of the facilities of the Arsenal property as may become available by industrial and commercial concerns under whatever plan may seem most feasible and the restoration of such other properties as may be possible to industrial commercial and housing use.

Note: At the Annual Meeting held in March of this (1945) year, it was voted, in accordance with ARTICLE 31, to appoint a Committee of ten to be known as the "Arsenal Committee."

This Committee has been appointed.

Inasmuch as there are other properties (See Map E and Table 1) which might be recoverable, it is suggested that the scope of the duties of this Committee be enlarged to include other properties indicated above.

NOTE 4

Here and there throughout the Town there are abandoned old buildings formerly used for homes some of which are now unfit for habitation, these sections offer a problem in Long-Range Planning.

As previously indicated, several sections of the Town area are available for residential development.

With the establishment of the zoning act and through amendments thereto, a balance in the proportion of industrial, commercial and residential growth has taken place.

There are still available vacant areas suitable for single family homes and other housing.

In view of the scarcity of such homes, Watertown should share in the expected post-war building program to the end that vacant areas now bringing little income to the Town through taxation be developed in a manner suited to the best interests of the Town as a whole. Therefore, the Committee recommends:

THAT an Article be prepared by the Town Counsel and inserted in the Warrant for the next Town Meeting, providing for the appointment of a Committee, to be known as the Watertown Housing Commission, composed of three members of the Planning Board, the three members of the Board of Assessors, the Town Engineer, the Chairman and two other members of the Finance Committee, elected by the Committee then in office or their successors and ten members, one from each precinct of the Town, appointed by the Moderator, be appointed for the purpose of making studies of the vacant areas within the Town, the recovery of non-taxable areas suitable for housing and making such recommendations to the Town for changes in the zoning laws as may seem advisable from time to time, with a view to the development of single family homes and other forms of housing in the preservation of a well-balanced housing, commercial and industrial community.

For purposes of organization and beginning of the work, it is recommended that an initial appropriation of \$500 be made at the next Town Meeting.

NOTE 5

TAXATION is the keynote in this problem of new projects as outlined in Tabulations A and B.

It is generally accepted that when the war is finished, the Federal debt will amount to 300 billion dollars; to put it differently, a public debt of \$2222 per capita on the shoulders of each of the 135 million, from the cradle to the grave inhabitants, or \$6000 each for the 50 million taxpayers within the nation.

FORGIVENESS OR REPUDIATION IN ANY FORM IS UNTHINKABLE.

THIS DEBT MUST EVENTUALLY BE PAID DOLLAR FOR DOLLAR.

A reduction of as little as 1% per annum would require 3 billion dollars yearly, which coupled with 6 billion dollars of interest on the debt, plus the enormous sums necessary to operate the functions of government, will result in a high post-war level of Federal taxation for several generations.

When borrowing capacity is exhausted and taxes weigh too heavily upon the people, profits cease, new wealth is not produced, new jobs are not created and the economic system deteriorates.

Obviously, if the program as outlined for the years 1945 and 1946 in Tabulations A and B were carried out in their entirety, heavy burdens would be placed on the shoulders of Watertown inhabitants.

The Committee suggests until such time as Federal taxation becomes less burdensome, that expenditures be so regulated that there will be no increase of burden on Watertown taxpayers.

On the other hand, it is suggested that means be taken as provided in Notes 2, 3 and 4 to increase the revenue of the Town and thus provide more funds for capital outlay expenditures.

It is further suggested that action be taken in accordance with Notes 1, 6, 7 and 8 in preparation for post-war contingencies and for purposes of cooperating with all similar organized effort in the Metropolitan area, the State and Nation.

Studies should be made with a view to reducing or at least to prevent increases in the costs indicated by the \$32.00 rate for operating expenses.

It is further suggested, in order to keep them before the Town, that the system of listing new projects as shown in Tabulation A and B be continued year by year.

NOTE 6

In event of unemployment, many applications will be made by individuals to Town officials who will not be in position to assist the applicant in finding work.

With a view to centralizing the problems of unemployment and coordinating them with the Federal, State and Community activities, it is recommended:

THAT — a central department, incorporating therein existing employment and employment relief agencies and the Welfare Department, be established and operated in the interest of the Town's inhabitants.

THAT — for this purpose an article be prepared by the Town Counsel and inserted in the Warrant for the next Town Meeting, providing for the appointment of a Committee, to be known as the Watertown Employment Committee, composed of the three members of the Board of Selectmen, the Chairman and two members of the School Committee, to be elected by the School Committee as a whole; the Town Counsel, the Commander of the Watertown Post of Veterans of Foreign Wars, the Commander of the Watertown American Legion Post, the Chairman of the Board of Health, all holding office at the time of forming the Committee and thereafter their successors, and six members at large, to be appointed by the Moderator, consisting of two representing Watertown labor organizations, two representing retailers and two representing industry, with power to organize as a Town Employment Committee, to establish a Town Employment Department, to engage such personnel as may be necessary from time to time to carry on the work to obtain funds necessary for the work by appropriation in Town Meetings, and to administer the expenditure of same.

For purposes of organization and beginning of the work, it is recommended that an initial appropriation of \$500.00 be made at the next Town Meeting.

NOTE 7

The possibilities of recreation along the Charles River below the Square, particularly in the large basin near the Arsenal, have to some extent been utilized.

The development of that portion of the river bank along the Mt. Auburn cemetery up to the basin requires careful study in collaboration with the Metropolitan District Commission.

Above the Square there are several aspects to the river development such as the riparian rights of present owners, the bathing beach development and the Metropolitan District Commission plans.

We believe that there should be an organized effort to further the utilization of the river and its banks for the well-being and to the advantage of the Town's inhabitants.

With the foregoing in mind, the Committee recommends:

THAT an Article be prepared by the Town Counsel and inserted in the Warrant for the next Town Meeting; providing for the appointment of a Committee to be known as the Charles River Improvement Committee, composed of the Chairmen of the Planning Board, the Board of Park Commissioners, the Board of Assessors, the Board of Health, the Finance Committee, and the Town Engineer then in office or their successors, and ten members one from each precinct of the Town appointed by the Moderator, for the purpose of investigating the needs of the Town in relation to the development of the Charles River and its banks for consultation with the Metropolitan District Commission, and other organizations, the preparation of its findings and the making of reports defining the recommendations of the Committee to the Town from time to time.

NOTE 8

Watertown, in common with other communities in Massachusetts, and particularly those included in the Boston Metropolitan District Area, will experience many major developments during the coming post-war years.

The experience of our Committee leads us to the opinion that an organization capable of conducting the research work necessary should be established for the purpose of analyzing future trends in these developments, their effect on the Town, and the Town's inhabitants.

It is recommended:

THAT at the next Town Meeting, a vote be passed authorizing the appointment of a body to be composed of the Chairmen of the School Committee, the Board of Assessors, The Finance Committee, and the Planning Board, the Town Clerk, the Town Treasurer, the Auditor and the Town Engineer in office at the time or their successors and 5 members at large appointed by the Moderator, to be known as the Watertown Programing and Budgeting Board for the purpose of making studies of all proposals for major long-range projects and the future physical long-range developments in the Town, reporting their findings in the form of printed reports to be submitted to the Town Meeting Members prior to any meeting at which the projects and developments may be considered.



WATERTOWN SQUARE — LOOKING WEST TOWARDS MAIN STREET

IN CONCLUSION

With the coming of peace, the Federal Government will have contracted tremendous debts. A substantial Navy, Army and Air Force, as well as a large elected and appointed personnel will have to be maintained. Large sums will be required to support these activities and service the public debt.

At first, there may be some funds made available by Federal agencies for the use of municipalities.

It is believed that after a time, Federal aid will not be forthcoming and municipalities will have to rely on their own resources.

Therefore, it seems necessary to your Committee that early action be taken in forming the Committees and Commissions suggested in order that advantage may be taken of any opportunities that may arise through the distribution of Federal funds for community use.

It is hoped that the subject matter and the recommendations contained in this report will stimulate discussion on the part of all interested in the welfare of the Town and that the report will be found helpful to the Town Meeting Members, the Town officials and members of Committees in the solution of the many problems with which the Town will be confronted in the post-war period.

The Committee wishes to acknowledge the uniform courtesy and helpfulness of the Board of Selectmen, the Finance Committee, the Planning Board, the Town Engineer, Town Treasurer, Town Auditor, Town Clerk, the School Department and the officials of Highway, Poles and Wires, Water Department, and all other Town Departments for their advice and counsel.

We are grateful to the Church organizations, Employee and Employer groups, other Civic Groups and interested citizens for their helpfulness.

This final report constitutes the fulfillment of the Committee's duties, and we therefore consider ourselves discharged.

Respectfully submitted,

John L. Hayden
John L. Hayden, Chairman.

Ronald M. Stone
Ronald M. Stone, Secretary

John J. McLaughlin
John J. McLaughlin.

Henry Rattigan
Henry Rattigan.

Martin F. Reid
Martin F. Reid.

William A. Coolidge
William A. Coolidge.

Alfred A. Glidden
Alfred A. Glidden.

Eric H. Norrby
Eric H. Norrby.

Stanley D. Porter
Stanley D. Porter.

CREDITS

Statistics:

Town of Watertown, Town Clerk Department
Town of Watertown, Auditors Department
College of Business Administration, Boston University

Maps:

Town of Watertown, Engineering Department

Photographs:

Herbert Marsden

Printed in Watertown

by

EVANS PRINTING SERVICE

151 Mt. Auburn Street, Watertown, Massachusetts

pp 11-14 incl.

Back cover

Front cover

WATERTOWN PUBLIC LIBRARY
3 4868 00365 1247



GALE STREET — LOOKING SOUTH — BRIDGE IN FOREGROUND